

AHRI Professional Recognition Framework (PRF)

In accordance with the current methodology and practice used by most professions the Australian Human Resources Institute (AHRI) has developed a professional membership standards model. Each level of membership is defined by criteria based on professional attributes expected of a practitioner at that level.

The purpose of this document is to detail the AHRI individual membership levels (both professional and non-professional), the criteria require at each level of membership and the professional standards required of AHRI members at the three levels of professional membership (ie Member, Certified Professional and Fellow).

Professional Membership

The following levels of professional membership are designed for those individuals who wish to obtain professional recognition for involvement in and contribution to the profession. Entry to these categories requires a commitment to continuing professional development (CPD). Only AHRI Professional Members are eligible to vote in state based council elections and hold a formal volunteer position on a state council or other AHRI representative body such as a SIG/RIG.

Applications for the following categories must meet the recognition criteria.

Fellow (FAHRI)

AHRI Fellowship is a level of professional membership which recognises HR professionals who have made a substantial contribution to and have a record of achievement in the practice of HR. Fellows are committed members of AHRI and may use the post-nominal FAHRI.

The criteria for Fellowship of AHRI is:

- eight or more years HR experience
- a minimum of two years in a senior position demonstrating a record of achievement in strategic HR management and leadership
- completion of an AHRI accredited or relevant postgraduate qualification or equivalent knowledge, skills and experience
- demonstrated contribution to the HR profession

It is possible for senior members of the HR profession to be invited by the National Board to join AHRI as a Fellow is contingent upon either a demonstrated past commitment or a future commitment to AHRI.

Certified Professional in Human Resources (CAHRI)

Certified Professional Membership is available to those with a minimum of five years' relevant work experience, an AHRI accredited or relevant postgraduate qualification or equivalent knowledge, skills and experience. A certified member is a competent, qualified and experienced HR professional who can demonstrate their contribution to business outcomes. Certified professional members may use the post-nominal CAHRI.

Member (MAHRI)

Full membership is available to HR professionals who have completed an AHRI-accredited or relevant under graduate qualification or who can demonstrate equivalent knowledge, skills and experience. Members may use the post-nominal MAHRI.

Life Fellowship

AHRI Life Fellowship is the most distinguished award the Institute makes. As such it is deserving of close examination and reflection, and it should not be easily given.

Life Fellowship of AHRI is by invitation (not self nomination/application) and may be awarded to individuals who:

- are nationally and/or internationally recognized for excellence in the field of human resources
- have made a highly distinguished and nationally and/or internationally recognized contribution and impact on the human resources profession over a substantial number of years

Persons nominated for Life Fellowship should normally have been Fellows of the Institute for more than five years, although it is possible for persons other than Fellows to be elevated to Life Fellow.

Nominations in writing for the award of Life Fellowship may come from a State Council, the Council of State Presidents or the AHRI Board.

Admission as an AHRI Life Fellow is a three step process requiring approval of the AHRI Board, the Council of State Presidents and the Fellowship Review Group. A majority is required from each of these three groups for the nomination to progress.

If the nomination is carried, the nominee should be approached to determine whether they are willing to accept the award.

The approval of the award should be confidential to the nominee, the Board, and the minimum number of administrative staff necessary, until it is announced. Once approved, the Council of State Presidents and/or the nominating body should advise the relevant state president of the approval. Details regarding the formal announcement of the award will be determined post approval.

Life Fellows may use the post-nominal 'FAHRI*Life*'. A register of the names of Life Fellows shall be maintained by the AHRI National Office. Life Fellowship is complimentary, and carries the membership benefits of Fellows without further cost to the Life Fellow, for the life of the Life Fellow.

AHRI Medal

The AHRI medal recognizes an individual's exemplary contribution to the advancement of the Institute. The award is made for outstanding leadership, innovation, research, influence, initiative development, example and/or completed project management, which has resulted in an exemplary, transparent and publicly-evident major step forward for AHRI.

Nomination for the AHRI Medal may be made for:

- professional members of AHRI
- individuals, not organisations
- the champion or the leader of the accomplishment, where the accomplishment has been completed over a substantial period.

Nominations in writing for the award of the AHRI Medal may come from the Council of State Presidents or the AHRI Board. A majority is required from the body not nominating for the nomination to progress.

If the nomination is carried, the nominee is invited to attend the relevant national event at which the AHRI medal will be presented.

Non-Professional Membership Grades

Student Member

Student membership is available to any current full-time tertiary student. This category of membership provides students with access to a broad range of issues and information, whilst ensuring that students keep abreast of industry developments and trends. Student membership is free to full time students of AHRI accredited courses applying online.

Affiliate Member

Affiliate membership of AHRI is a grade of membership open to all. Affiliate membership enables individuals with people management and human resources responsibilities to access AHRI member services without having to demonstrate professional knowledge or competence or commit to ongoing continuous professional development.

Affiliate membership is ideal for people who want to keep up to date with HR and people management issues and gain access to professional networks, and is also an appropriate membership for line managers, small business operators, professional services providers and business owners.

Other Membership Types

Organisation Member

AHRI organisation membership provides private and public companies and government departments at all levels with exclusive access to comprehensive, current and relevant HR industry knowledge and expertise ensuring that individuals responsible for people management take every step to stay in touch with developments in the field of HR. Organisation members pay a flat annual fee for access to a comprehensive range of organisation specific benefits and individual membership (professional or non-professional) for one nominated employee. Additional nominated members may be added at substantial discounted rates.

Professional Membership Requirements Summary

This table represents a summary of the pathways to professional AHRI membership

	Minimum qualifications	Work experience	Evidence	CPD Requirements
Student member	Not applicable	Not applicable	Full-time enrolment confirmation	Not applicable
Affiliate member	Not applicable	Not applicable	Not applicable	Not applicable
Member (MAHRI)	AHRI accredited undergraduate qualification or equivalent undergraduate qualification <i>Or</i> Equivalent knowledge, skills and experience	Not applicable	Certified copy of academic results	90 hours over 3 years
Certified Professional in HR (CAHRI)	AHRI accredited post-graduate qualification or equivalent post-graduate qualification <i>Or</i> Equivalent knowledge, skills and experience	5 years relevant work experience	Certified copy of academic results <i>Plus</i> Curriculum vitae	90 hours over 3 years
Fellow (FAHRI)	AHRI accredited post-graduate qualification or equivalent post-graduate qualification <i>Or</i> Equivalent knowledge, skills and experience	8 or more years HR experience and a minimum of two years in a senior position demonstrating a record of achievement in strategic HR management and leadership <i>Plus</i> Demonstrated contribution to the HR profession <i>Plus</i> Committed to CPD	Two references/testimonials supporting application <i>Plus</i> Certified copy of academic results <i>Plus</i> Curriculum vitae <i>Plus</i> Completed FAHRI application form	90 hours over 3 years

Application Process

Applications for new Student, Affiliate, MAHRI and CAHRI membership or upgrades to MAHRI and CAHRI membership may be made online via the AHRI website or by completing the appropriate application forms (available from www.ahri.com.au).

Applications for FAHRI are made via completion of an AHRI Fellowship application form. An AHRI Fellowship Application Guide is available from the AHRI website.

Applications are assessed in accordance with the membership criteria.

Professional Standards

Operational versus Influential/Strategic

It is expected that AHRI members in the MAHRI, CAHRI and FAHRI grades will have a general awareness or basic knowledge across the spectrum of human resource practice. What distinguishes a FAHRI from other grades is the greater involvement they will have in strategic and influential activities and less in operational activities.

MAHRI – Member of the Australian Human Resource Institute

BUSINESS DRIVEN

Understands the alignment of people management strategies with business objectives and the external environment

- Understands the implications for HR of the operations and products and services of the organisation
- Understands the key business drivers on profit and loss
- Recognises business trends and understands their impact on the business and its people
- Understands the impact of government regulation on the organisation
- Understands the impact of social and demographic changes on the business and HR operations
- Communicates insights on how business decisions affect organisational design, culture and business performance.
- Understands internal and external influences and their likely impact on risk, governance, sustainability and business performance
- Demonstrates an understanding of business value creation

Examples of evidence:

- Manager's report
- Documentation of work done to deliver added value.
- HR services and programs to the operational business requirements
- Evidence of work done as part of a team.

STRATEGIC ARCHITECT

Contributes to and implements the HR vision for the organisation

- Implements HR strategies that are aligned with and contribute to the business strategy
- Takes action to ensure HR strategy, structure, capability and processes support business objectives, manage risk, meet governance requirements and improve business performance

- Contributes to and implements innovative HR initiatives that contribute to the achievement of business objectives
- Applies HR best practices appropriate to organisational objectives
- Measures the impact of HR practices on business results and adapts strategies accordingly.

Examples of evidence:

- Referee's report
- Documentation of relevant advice provided

STAKEHOLDER MANAGER

Responds to stakeholder demands and supports relationships

- Delivers information, products and tools that meet client and stakeholder demands
- Develops and maintains effective contacts, relationships and networks to deliver business outcomes
- Assists managers to develop the skills required and to perform their people management responsibilities effectively

Examples of evidence:

- Reports from relevant stakeholders of role played by applicant
- Documentation of activities undertaken in networking and promotion of role
- A report which documents assistance provided in the development of HR functions in organisations

WORKFORCE DESIGNER

Supports the development of organisational capability through high performing people

- Provides effective ways of identifying, recruiting, developing, retaining and promoting the right people within the organisation
- Facilitates the establishment of clear performance standards
- Provides and facilitates a work environment that motivates and retains key talent
- Understands the core people competencies required for the organisation to meet its business goals and provides ways for employees to develop those competencies
- Provides and supports opportunities to facilitate personal change where necessary and sound processes for termination, where appropriate.

Examples of evidence:

- Reports from line managers of role played by applicant in assistance with setting competency requirements

- Documentation of recruitment and performance management activities and processes

CREDIBLE ACTIVIST

Exercises influence and provides HR advice to achieve objectives

- Uses HR skills and knowledge to influence senior management decision making
- Exercises sound judgement and political nous when supporting organisational direction
- Builds a track record of achieving results and meets commitments in a timely and effective manner
- Applies effective written and interpersonal communication skills
- Displays integrity and promotes ethical corporate behaviour and practice
- Exercises the courage required to provide candid observations that further organisational development
- Is a role model for the organisation's values and culture.

Examples of evidence:

- Documentation of contribution to dealing with a specific people management issue demonstrating appropriate role
- Business plan and demonstration of contribution made by applicant from an operational perspective
- Evidence which demonstrates that the applicant declares any potential conflict of interest, respects the rights of others and respects confidentiality
- Referees' and / or mentor's reports which demonstrate the application of professional ethics in undertaking HR activities

EXPERT PRACTITIONER

Applies expert HR knowledge to deliver value to the business

- Undertakes tasks that deliver value-added HR services and tools to meet operational business requirements and improve business performance
- Applies and continuously grows personal knowledge to improve productivity and other business outcomes
- Provides operational outcomes that are in the context of and consistent with other organisational systems
- Knows extent of own skills and knowledge and when to engage specialist expertise/tools from HR and other areas of the business
- Contributes to fulfilling HR function's charter and mission within the organisation, including provision of information and advice about people management and the HR function's role, services and capabilities.

Examples of evidence:

- Relevant academic qualifications (AHRI accredited)
- Mentor's or internal / external clients report on how knowledge has been applied
- Examples of projects where knowledge has been applied

CULTURE AND CHANGE AGENT

Helps facilitate and support change in response to internal and external operating environments

- Has a clear concept of the culture required for the business to succeed
- Delivers innovative HR practices that create and foster the desired culture
- Helps all employees to understand the personal behavioural implications of the culture
- Communicates the outcomes of change to the organisation and adapts the learning from change experiences to new change initiatives.

Examples of evidence:

- Results from climate surveys conducted within organisation
- Report on change process undertaken and its outcomes

CAHRI - Certified HR Professional Member of the Australian Human Resource Institute

BUSINESS DRIVEN

Helps to develop people management strategies with business objectives and the external environment

- Manages the implications for HR of the operations and products and services of the organisation
- Manages HR's response to the key business drivers on profit and loss
- Manages HR's response to business trends and understands their impact on the business and its people
- Responds to the impact of government regulation on the organisation
- Responds to the impact of social and demographic changes on the business and HR operations
- Communicates insights on how business decisions affect organisational design, culture and business performance.
- Responds appropriately to internal and external influences and their likely impact on risk, governance, sustainability and business performance
- Demonstrates an understanding of business value creation

Examples of evidence:

- Referee's report
- Documentation of work done to facilitate opportunities for the HR function or department to deliver value-added services and programs to the operational business requirements
- Evidence of work done within a team formation program or as part of a team in business or industry
- Business plan and demonstration of contribution made from a management perspective

STRATEGIC ARCHITECT

Identifies and establishes the HR vision for the organisation

- Establishes HR strategies that are aligned with and contribute to the business strategy
- Executes people management plans that enable the HR function to contribute to achieving strategic planning objectives
- Takes action to ensure HR strategy, structure, capability and processes support business objectives, manage risk, meet governance requirements and improve business performance
- Designs and delivers innovative HR initiatives that contribute to the achievement of business objectives

- Applies HR best practices appropriate to organisational objectives
- Measures the impact of HR practices on business results and adapts strategies accordingly.

Examples of evidence:

- Documentation of contribution to strategic planning, including reports and advice
- Research paper identifying trends and influences on Strategic HR management

STAKEHOLDER MANAGER

Manages stakeholder demands and relationships

- Delivers information, products and tools that meet client and stakeholder demands
- Develops and maintains effective contacts, relationships and networks to deliver business outcomes
- Establishes and maintains mechanisms for communication and consultation with stakeholders that meet their people management requirements
- Assists managers to develop the skills required and to perform their people management responsibilities effectively

Examples of evidence:

- Reports from relevant stakeholders of management role undertaken
- Documentation of management activities undertaken in networking and promotion of role
- A report which documents and evaluates the devolution of HR functions in organisations
- Reports from internal or external clients documenting contribution made to HR management overall.

WORKFORCE DESIGNER

Manages the development of organisational capability through high performing people

- Provides effective ways of identifying, recruiting, developing, retaining and promoting the right people within the organisation
- Designs measurement systems that distinguish high-performing from low-performing individuals
- Facilitates the establishment of clear performance standards
- Provides and facilitates a work environment that motivates and retains key talent
- Understands the core people competencies required for the organisation to meet its business goals and provides ways for employees to develop those competencies
- Provides and supports opportunities to facilitate personal change where necessary and sound processes for termination, where appropriate.

Examples of evidence:

- Reports from senior managers of role played by applicant in assistance with setting competency requirements
- Documentation of recruitment and performance management activities and processes
- Evidence of decisions which have been implemented from a people management perspective

CREDIBLE ACTIVIST

Exercises influence and provides HR advice to achieve objectives

- Uses HR skills and knowledge to influence senior management decision making
- Exercises sound judgement and political nous when supporting organisational direction
- Builds a track record of achieving results and meets commitments in a timely and effective manner
- Applies effective written and interpersonal communication skills
- Displays integrity and promotes ethical corporate behaviour and practice
- Exercises the courage required to provide candid observations that further organisational development
- Is a role model for the organisation's values and culture.

Examples of evidence:

- Documentation of work done dealing with a specific people management issue demonstrating an appropriate management role
- Evidence which demonstrates that the applicant declares any potential conflict of interest, respects the rights of others and respects confidentiality
- Referees' and / or mentor's reports which demonstrate a management role in professional ethics
- Referees' reports which document the provision of independent advice about professional ethics

EXPERT PRACTITIONER

Applies expert HR knowledge to deliver value to the business

- Undertakes tasks that deliver value-added HR services and tools to meet operational business requirements and improve business performance
- Applies and continuously grows personal knowledge to improve productivity and other business outcomes
- Provides operational outcomes that are in the context of and consistent with other organisational systems

- Knows extent of own skills and knowledge and when to engage specialist expertise/tools from HR and other areas of the business
- Translates and adapts theory into practice to deliver value to the business
- Works with departmental representatives to ensure that HR policies meet business requirements.
- Contributes to fulfilling HR function's charter and mission within the organisation, including provision of information and advice about people management and the HR function's role, services and capabilities.
- Manages coaching, mentoring and development frameworks to provide people management solutions to the line.

Examples of evidence:

- Relevant academic qualifications (AHRI accredited)
- Documentation of work done managing the development of a HR Management Plan for an organisation
- Articles in HR publications
- Relevant academic qualifications (AHRI accredited)
- Reports from HR Director documenting contribution made from area of expertise to HR management overall
- Documentation of contribution to HR management plan of issues in own area of expertise.

CULTURE AND CHANGE AGENT

Facilitates change in response to internal and external operating environments

- Has a clear concept of the culture required for the business to succeed
- Designs and delivers innovative HR practices that create and foster the desired culture
- Helps all employees to understand the personal behavioural implications of the culture
- Translates culture into management practices (e.g., staffing, resource allocation, compensation) and aligns individual behaviour and organisational goals
- Where required, develops the business cases for change and identifies and engages people who can make change happen
- Monitors progress and success of change processes and sustains change through HR practices
- Communicates the outcomes of change to the organisation and adapts the learning from change experiences to new change initiatives.

FAHRI – Fellow of the Australian Human Resource Institute

BUSINESS DRIVEN

Aligns people management strategies with business objectives and the external environment

- Predicts and responds to the implications for HR of the operations and products and services of the organisation
- Understands the key business drivers on profit and loss
- Predicts business trends and understands their impact on the business and its people
- Understands the impact of government regulation on the organisation
- Predicts and is responsive to the impact of social and demographic changes on the business and HR operations
- Communicates insights on how business decisions affect organisational design, culture and business performance.
- Responds appropriately to internal and external influences and their likely impact on risk, governance, sustainability and business performance
- Demonstrates an understanding of business value creation

Examples of evidence:

- Documentation of curriculum to teach this to undergraduate students
- Documentation of work done to identify and promote opportunities for the HR function or department to deliver value-added services and programs to the operational requirements
- Evidence of work done to establish a team formation program in a business or industry

STRATEGIC ARCHITECT

Sets and drives the HR vision for the organisation

- Drives HR strategy that is aligned with and contributes to the business strategy
- Drives innovative HR initiatives that contribute to the achievement of business objectives
- Applies HR best practices appropriate to organisational objectives
- Builds organisational capabilities that assist line managers turn strategy into action
- Ensures HR strategy turns business goals into HR priorities
- Measures the impact of HR practices on business results and adapts strategies accordingly.

Examples of evidence:

- Documentation of work done in contributing to business strategic planning from a HR perspective, ensuring that HR management influences business strategies and that the HR consequences of the business strategies are considered
- Research paper identifying and predicting trends and influences on HR management

- Referee's report on contribution to conceiving strategies for cultural change in organisations

STAKEHOLDER MANAGER

Identifies and responds to stakeholder demands and manages relationships

- Incorporates industry and stakeholder perspectives when developing HR initiatives
- Develops and maintains effective contacts, relationships and networks to deliver business outcomes
- Drive the internal culture to meet the demands of external stakeholders

Examples of evidence:

- Reports from relevant stakeholders of leadership role undertaken
- Documentation of leadership activities undertaken in networking and promotion of role
- Documentation of an HR strategy demonstrating stakeholder focus

WORKFORCE DESIGNER

Drives the development of organisational capability through high performing people

- Provides and facilitates a work environment that motivates and retains key talent
- Understands the core people competencies required for the organisation to meet its business goals.
- Provides and supports opportunities to facilitate personal change where necessary and sound processes for termination, where appropriate.

Examples of evidence:

- Reports from CEO of role played by applicant in assistance with setting organisational capability requirements
- Evidence of decisions which have been implemented from a organisational capability perspective

CREDIBLE ACTIVIST

Exercises influence and provides HR advice to achieve objectives

- Uses HR skills and knowledge to influence senior management decision making
- Exercises sound judgement and political nous when supporting organisational direction
- Builds a track record of achieving results and meets commitments in a timely and effective manner
- Applies effective written and interpersonal communication skills
- Displays integrity and promotes ethical corporate behaviour and practice

- Exercises the courage required to provide candid observations that further organisational development
- Is a role model for the organisation's values and culture.

Examples of evidence:

- Report from significant consultancy project which was led by the applicant recommending HR responses to changing environment
- Documentation of work done dealing with specific people management issues demonstrating a leadership role
- Business plan and evidence of leadership role played in developing it
- Evidence of major decisions which have been influenced from a people management perspective
- Evidence which demonstrates that the applicant declares any potential conflict of interest, respects the rights of others and respects confidentiality
- Referees' and / or mentor's reports which demonstrate a leadership role in professional ethics;
- Evidence of development of an ethics training program

EXPERT PRACTITIONER

Applies expert HR knowledge to deliver value to the business

- Applies and continuously grows personal knowledge to improve productivity and other business outcomes
- Knows extent of own skills and knowledge and when to engage specialist expertise/tools from HR and other areas of the business
- Translates and adapts theory into practice to deliver value to the business
- Works with departmental representatives to ensure that HR policies meet business requirements.
- Contributes to fulfilling HR function's charter and mission within the organisation, including provision of information and advice about people management and the HR function's role, services and capabilities.
- Manages coaching, mentoring and development frameworks to provide people management solutions to the line.

Examples of evidence:

- Higher academic qualifications, such as a Masters or Ph.D.;
- Evidence of leadership in projects which bring together a wide range of HR knowledge which will fundamentally affect the operations of organisations
- HR strategy document which demonstrates the links and impacts conceived
- Reports from referees testifying to leadership in specialisation

- HR strategy document which demonstrates the links and impacts conceived

CULTURE AND CHANGE AGENT

Drives change in response to internal and external operating environments

- Conceives a clear concept of the culture required for the business to succeed
- Conceives innovative HR practices that create and foster the desired culture
- Helps all employees to understand the personal behavioural implications of the culture
- Translates culture into management practices (e.g., staffing, resource allocation, compensation) and aligns individual behaviour and organisational goals
- Where required, supports the business cases for change and identifies and engages people who can make change happen
- Monitors progress and success of change processes and sustains change through HR practices
- Communicates the outcomes of change to the organisation and adapts the learning from change experiences to new change initiatives.

Examples of evidence:

- Referee's report on contribution to driving cultural change in organisations
- Report from consultancy project in which applicant made a substantial contribution to recommending HR responses to changing environment